

Certified Public Manager (CPM)

Project Paper

The Impact of Balancing the Separation of Duties of Vocational Rehabilitation (VR) Staff: VR

Counselor and VR Assistant

Submitted By:

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# THE IMPACT OF BALANCING THE SEPARATION OF DUTIES

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# THE IMPACT OF BALANCING THE SEPARATION OF DUTIES

## Introduction

Merriam Webster Online Dictionary defines balance as “a condition in which different elements are equal or in the correct proportions.” ([www.dictionary.com](http://www.dictionary.com)). Putting into practice balance in both the workplace and organizational culture is not always a simple task. Ensuring that individuals are healthy and productive employees is just as important for management, and it is imperative that an environment is created that encourages the well-being in their teams. With that, balance becomes more than a topic of discussion, but an action to safeguard that success can not only be achieved, but also be longstanding.

A balanced distribution of an employee’s workload helps the management of an organization enhance the efficiency of its existing workforce. Workload management is the process of effective workload distribution, which is manufactured to assist employees with achieving peak performance and productivity levels.

The South Carolina Commission for the Blind’s (SCCB) mission is “to provide quality individualized vocational rehabilitation services, independent living services and prevention of blindness services to blind and visually impaired consumers, leading to competitive employment and social and economic independence.” (SCCB Mission Statement). There are nine district offices statewide at the South Carolina Commission for the Blind. As of February 6, 2017, there are a total of twelve VR Counselors and five VR Assistants statewide. These numbers do not include the current vacancies within the VR program as it pertains to the aforementioned positions.

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## Problem Statement

The issue that I am investigating at the South Carolina Commission for the Blind (SCCB) is the impact of balancing the separation of duties of Vocational Rehabilitation (VR) Counselors and VR Assistants. I selected to research this issue because the VR staff has expressed dissatisfaction with some of the changes that have taken place over the past few years regarding reassignment of job duties and functions. Previously, VR Assistants had more involvement with assisting the VR Counselors with caseload management data entry within its case management system known as AWARE. However, under the previous administration, amendments were made to where VR Counselors are now finding themselves spending more time primarily performing duties as a case manager than they are providing actual counseling and job search/job placement services to their consumers.

As a Regional Director within the VR Program, I can also corroborate the responsibility of having to perform administrative tasks in addition to other job duties, when covering vacant caseloads during the absence of a full-time VR Counselor. These added duties can sometimes delay timely service delivery to consumers. This project paper is intended to provide justification for the need to separate or eventually distribute, or balance, job duties between the two entities and implement a job reclassification for the VR Assistants. It is the expectation that the separation of these duties will help provide balance in order to reduce or preventing employee burnout and turnover, maximize program efficiency and effectiveness, and most importantly increase the number of successful consumer outcomes.



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### Data Collection

Participants took part in a survey about workload management while employed as a Vocational Rehabilitation (VR) Counselor with the South Carolina Commission for the Blind. An invitation was sent to twelve participants to participate. The participants were VR Counselors statewide within the agency. An anonymous survey consisting of six questions was administered using Microsoft Outlook Email. An anonymous survey was vital to this process in order for employees to feel more at ease with sharing their thoughts and feelings when providing feedback for the survey questions.

During the data collection process, significant exploration was also conducted with regard to VR Counselor to Consumer Ratio or “Caseload Size.” The Director of Quality Assurance also contributed to this process by providing caseload productivity data trends for the past five years within the VR Department for each VR Counselor’s caseload statewide. The productivity charts reflect the referrals, applicants and successful closures for each caseload for the past five federal fiscal (FFY) years. **Note: Some caseloads were vacant during this time frame.** The VR Program serves individuals within all counties of South Carolina who are blind or visually impaired, by helping them obtain, maintain or regain competitive integrated employment.

The Director of the South Carolina Commission for the Blind’s VR Department was very instrumental in performing this research and data discussion. “Caseload Size” is a topic in the profession that has received considerable research and debate. VR program demand has grown consistently during the last 20 years as populations grow, as more individuals are now living with disabilities longer. In the area of blindness or visual impairments, more people are being diagnosed with health issues that cause blindness or visual impairment such as diabetes.

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Any discussion about VR Counselor/Consumer Ratios must be approached with caution. Balance becomes the primary goal. We must balance the desire to set clear ranges with other factors that may impact a VR Counselor's ability to serve a given number of individuals. These factors may include rural versus urban settings, VR Counselor education and experience level, and the types of blindness or visual impairments represented on the caseload. Additionally, other factors such as distribution of work, and time spent by VR Counselors on administrative tasks versus value-added activities also play a major role.

### Data Analysis

I distributed a survey to twelve employees at the South Carolina Commission for the Blind regarding workload management. (Appendix A) From the twelve employees, ten surveys were completed and returned. The participants were all Vocational Rehabilitation Counselors. After reviewing the data, 80% of employees stated that they had in "increase in their workload in the past year", while the other 20% reported the opposite. A total of 88.89% of employees indicated that they had either "gone to work early or stay later than your normal working hours in order to keep up with your workload," while the other 11.11% indicated that they had not. When asked if "staff reductions, caseload size, increasing paperwork and additional job duties" contributed to them effectively being able to manage their workload, data results reflected 44.4% responded affirmatively to staff reductions, 66.67% for caseload size and 33.33% in the area of additional job duties (covering more than one caseload due to staff vacancies, mentoring fellow colleagues, etc.). Other factors provided were in the areas of ineffective or insufficient training, lack of resources, technology issues, velocity of performing job duties, and travel time.

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Employees were polled regarding how much time is spent performing administrative tasks (e.g., data entry of service authorizations, coordinating services with other departments, addressing generalized questions from the public and/or consumers, etc.). A total of 66.67% reported spending more than 90 minutes a day performing these tasks, 11.11% reported spending more than 60 minutes and 22.22% reported spending more than 30 minutes conducting those responsibilities. When asked if employees believed their current workload was negatively affecting their health or creating burnout, 55.56% replied “yes” while 44.44% reported “no.” The final survey question pertained to “Which of the job duties that you are currently performing would be considered the most time consuming and could possibly be delegated?” Responses received are as follows: 1) *“Trying to contact coworkers in other offices”* ; 2) *“Any clerical aspect of working with our consumer file to document provision of services - service authorizations, vendor authorizations, address/telephone number changes, scheduling appointments, requesting medical documentation/info”* ; 3) *“None at this time due to decrease in caseload and a wonderful VR assistant we work as a team”*; 4) *“Labor Market Research”*; 5) *“Entering eye reports and simple service authorizations”* ; 6) *“Requesting medical records, referral entry”*; 7) *“Entering eye reports”* 8) *“Service authorizations”*; 9) *“Scheduling of auxiliary services”*.

The South Carolina Commission for the Blind’s Director of Quality Assurance provided a sample of the caseload productivity data trends over the course of the past five years within the VR Department for each VR Counselor’s caseload statewide. The productivity charts reflect the referrals, applicants and successful closures for each caseload for the past five federal fiscal (FFY) years (2012-2016) (Appendix B). The numbers reflect the significant decrease in successful closures over time. This is partly due to staff vacancies. Both a full-time VR Counselor and/or VR Assistant was not present in many of these positions over the course of the five-year period. VR

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Counselors were charged with having to perform both value added tasks and administrative tasks simultaneously. Enough emphasis or time could not be directly assigned to counseling and guidance or job search/job placement efforts. Rural versus urban settings and “caseload size” also factored into the quantity of successful closures. When compiling the caseload referral data, it took a little longer than expected to calculate because of 1) staff changes, 2) several counselors covering vacant caseloads and 3) caseload reassignments among the regions. **Note: As of October 2016, the VR Program divided its VR Program into three regions as opposed to two.** Additionally, a key component to building the agency’s referral base was the “Vision Screening” program. Vision screening is an efficient and no cost method to identify individuals with visual impairments or eye conditions that are likely to lead to vision loss, so that a referral can be made to an appropriate eye care professional for further evaluation and treatment. Many of these referrals were appropriate for the Vocational Rehabilitation (VR) Program while others may have been referred to other programs in the agency or ruled out completely. (Appendix B). Employees who assisted with conducting vision screenings (otherwise known as ‘Vision Screeners’) volunteered from various departments within the agency, but primarily consisted of either VR Counselors or VR Assistants. Previous VR administration was instrumental in dismantling the program during the latter part of 2014 and as the chart reflects, the number of potential referrals for the agency decreased and eventually ceased altogether.

Another change occurred in 2014 that would seem to have a huge impact on the job duties of a VR Counselor and VR Assistant. Prior to this modification of staff duties, VR Assistants had more involvement with administrative tasks such as assisting VR Counselor’s with caseload management. **Note: In or around 2012, the ratio of VR Assistants to VR Counselors changed from 1:1 to 2:1.** Vocational Rehabilitation Counselors at the South Carolina Commission for the

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Blind must navigate a consumer through certain phases from the inception of the case all the way through to case closure. For some categories a certain productivity rate is assigned based upon the amount of time their employed with the agency.

In the VR Program, individuals complete the following categories, or statuses, prior to the case being successfully closed. The statuses are: **Application, Eligibility, Service, Job Ready, Employed and Successful Closure.** These categories have to be updated within the case management system whenever a consumer moves from one status to another. For some cases, the process can be seamless and less time consuming, however, for the vast majority, there are many other factors that have to be considered. An individual may need assistance with diagnostics and treatments of their visual impairment, physical restoration may be a need, in addition to assistance with performing daily tasks to help them adjust to their visual impairments. Additionally, mental health counseling, career exploration, training, among numerous other factors, are also to be considered. As stated, these steps can be very time consuming and should primarily be the main focus of a VR Counselor; however, whenever you factor in the period that it takes performing numerous clerical duties, some cases are more likely to go unnoticed be ineffectively managed.

VR Assistants were once responsible for a large portion of data entry into the case management system (formerly known as CIS and currently known as AWARE) and were capable of conducting these status movements within the system. However, the agency's previous VR Director implemented a change to where VR Assistants are no longer able to perform the following administrative tasks: 1) make amendments, as needed, as it pertains to updating a consumer's demographic information within the system, 2) create referrals, otherwise known as 'service authorizations' to in-house service providers, 3) initiate simple status changes regarding a consumer's progression or regression from status to another, etc., as advised or directed by the VR

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Counselor, of course. It was stated that the purpose of this change was to ensure VR Counselors were in control of all aspects of case management. Speaking from experience as a former South Carolina Commission for the Blind VR Counselor and current Regional Director, whenever a Counselor has to devote a great deal of time to performing case manager duties, their focus and energy can have a tendency to shift away from providing those value added duties that are more essential to assisting a consumer with obtaining or maintaining competitive employment. It should also be noted that there is a need for clearly defined job functions and job duties outlined on the VR Counselors' and VR Assistants' EPMS Planning Documents that specify exactly what duties are to be performed by each position, as it pertains to caseload management. (Appendices C, D, E and F will reflect the former and most recent planning documents for VR Counselors and VR Assistants).

“Caseload Size” has been demonstrated to influence many aspects of the VR process and directly affects program outcomes. Some of the influences that will be discussed include: (a) Consumer/VR Counselor **Working Alliance** and **Time**; (b) Consumer **Engagement, Involvement, Empowerment** and **Satisfaction**; and (c) VR Counselor **Burnout** and **Turnover**. (a) Consumer/VR Counselor **Working Alliance** and **Time**; Research shows that an effective VR Counselor/Consumer working alliance, (clinical relationship), is critical in successful vocational rehabilitation of persons with disabilities. (Bordin, 1979) (Kosciulek, 2004) Lambert, (1992) estimated that more than 30 percent of the variance in successful counseling outcomes are attributed to the quality of the VR Counselor/Consumer working alliance.

Establishing and maintaining a working alliance is the core function or central task of counselors. Through the working alliance, the VR Counselor establishes rapport, sets professional boundaries and mutual expectations, establishes roles and responsibilities, gains an understanding

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of the individual consumer's situation, assesses the rehabilitation needs of the consumer including their primary employment factors, models positive attitudes and behaviors, helps consumers set personal goals, and develops a partnership that will result in the development of an Individualized Plan for Employment resulting in successful employment outcomes. As with any relationship, building a clinical working alliance requires that time is invested in interpersonal interactions. (Kosciulek, 2004) If too much time is spent performing administrative tasks, VR Counselors are forced to limit their interactions with consumer thus diminishing the quality and quantity of communication. This results in more misunderstandings, lack of trust, frustration, and conflict that does not advance the consumers program progress.

Lustig, Strauser, Rice and Rucker (2002) identified that the two most important factors in successful vocational rehabilitation are the quality of the consumers participation and the degree to which the consumer is motivated, engaged, and involved in the VR process. VR consumers most engaged and connected with their VR Counselors are statistically more likely to benefit most from VR counseling in terms of an employment outcome. (Chan, Shaw, McMahon, Kock & Strauser, 1997)

Higher caseloads and performing time consuming clerical tasks have been shown to result in VR Counselors, (out of necessity), shifting away from a "Counselor" mindset to more of a process driven "Case Manager" or "Service Broker" mindset that results in authoritarian and bureaucratic relationships. The focus shifts to "putting out fires" and administrative documentation rather than being proactive. (Kierpiec, Phillips, Kosciulek, 2010) Consumers spend more time in the system, lose focus and/or motivation, become dissatisfied, and either drop out of the program or linger without any progress.

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VR Counselors require an adequate amount of time to meet regularly with each consumer, dedicate time and attention to the consumer, and building a positive clinical working alliance that is focused on the consumer's most efficient progress through the program to successful employment.

(b) Consumer **Engagement, Involvement, Empowerment** and **Satisfaction**; Brian McMahon, Linda Shaw, Fong Chan, and Carolyn Danczyk-Hawley (2004) assert that consumer involvement and empowerment are key to successful vocational rehabilitation outcomes. In their research they demonstrated that consumer involvement, engagement, motivation, and empowerment are created or fostered by clinical working alliance quality and counselor-consumer expectancies. Once again the factor of "time" is key. VR Counselors who do not have time to meet regularly or consistently with consumers do not establish quality clinical working alliances where clear communication shapes both counselor and consumer expectancies. Consumer expectations are not discussed or explored sufficiently and this results in unrealistic expectations, failure to meet those expectations, mistrust, blaming, and unproductive conflict.

(c) VR Counselor **Burnout** and **Turnover**; Several researchers have found a correlation between higher caseload sizes and VR Counselor stress, burnout, and turnover intent. Jenelle Pitt, Michael Leahy, and Allen Lewis (2013) found that caseload size directly affects VR Counselor perceptions regarding job fit and erodes employee organizational commitment over time.

Burnout and turnover are very costly to VR agencies. Some of these costs are financial and include the costs of recruitment, hiring, training, and getting new VR Counselors on board and up to speed. Other costs are organizational such as lost productivity, frustrated and upset consumers, lack of trust and confidence, lost expertise and organizational memory, and potential audit issues that arise from turnover and new staff. The South Carolina Commission for the Blind has had a high number of turnover in the VR Program over the past three years, which have left several VR Counselor



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and VR Assistants' positions vacant. This resulted in other staff having to manage and provide services on those vacant caseloads, in addition to their current caseloads, simultaneously. When this occurs, it is usually impossible to provide effective service delivery to the consumers.

### Recommendations

Based on this and other research in the field, a VR Counselor/Consumer Working Alliance is essential for consumer employment success. In order for a working alliance to be established, the VR Counselor must be available, accessible, responsive, and actively engaged. Therefore, the optimal caseload size and balancing the separation of job duties between VR Counselors and VR Assistants must be structured to ensure availability and responsiveness. By reinstating some of the previous administrative capabilities that VR Assistants once had and assigning others, VR Counselors could devote more time to consumers in the areas of counseling and guidance, career exploration and successful job placements. VR Assistants would be able to provide duties that are more appropriate for their assigned roles and feel more involved in the VR process. This could also be viewed as a form of job security for the VR Assistants.

I believe a reclassification of the job title for the VR Assistants would be a good starting point. Other VR Agencies have categorized them as Vocational Rehabilitation Technicians and this is the proposed title that I am suggesting for our agency. Another suggestion would be for us to implement VR Assistant Series depending upon experience and educational levels (VR Assistant 1, 2 and 3). Naturally, if there are more duties assigned, I would also recommend that a pay increase is taken into consideration for the added responsibilities. The end result is ensuring

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that the workload is manageable for both parties and that the consumers are receiving adequate and timely service delivery.

### Evaluation Method

Evaluation of the separation of duties will take place after a three-month period in a focus group setting. The focus group would consist of VR Counselors and VR Assistants. Surveys will be provided to employees to obtain feedback regarding their newly assigned duties to determine if significant progress is being made as it pertains to better caseload management. Regional Directors and Quality Assurance Director will conduct monthly and quarterly case reviews to monitor accuracy of documentation in both the hard copy case files and within the AWARE case management system. Consumer satisfaction surveys will also be issued to consumers regarding services being provided in a timely manner, their level of satisfaction with program goals, satisfaction with the level of assistance provided with obtaining or maintaining employment, and overall counselor performance. These report results will be submitted to the Director of Vocational Rehabilitation for review.

### Summary and Recommendation

Providing a more manageable and balanced workload is essential to the achievements and success of the agency and its employees. Perhaps the most beneficial recipients are the consumers that we served. At the South Carolina Commission for the Blind, I would highly recommend reinstating more balanced and defined roles as it pertains to the separation of duties between VR Counselors and VR Assistants for administrative tasks and value added duties.

## Appendix A

Greetings SCCB VR Counselors,

My name is Felisa Massey and I am the Region I Director within the Vocational Rehabilitation Division of the S.C. Commission for the Blind. I am currently participating in the Certified Public Manager (CPM) Program, which is a nationally recognized professional development program for supervisors and managers in government. As part of the training requirements, I must complete a written project that focuses on the improvement of an existing agency work process. The work process that I am researching is the impact of balancing the separation of job duties of a Vocational Rehabilitation (VR) Counselor and VR Assistant. You will receive a link to Survey Monkey via email. Once you have completed the brief survey, I will receive a notification and will then be able to analyze the results in each category. Your responses will remain anonymous.

Thank you for participating in this survey. Your feedback is very important.

Kind Regards,

Felisa B. Massey

**Survey Questions: Workload Management**

**Has there been an increase in your workload in the past year?**

1. Yes
2. No

**In the past year, did you ever go to work early or stay late outside of your regular or normal working hours in order to keep up with your workload?**

1. Yes
2. No

**Typically, how much time is spent performing data entry or clerical duties? (e.g., entering service authorizations, making referrals or coordinating services with other departments, addressing generalized questions from the public and/or consumers, etc.)**

1. Less than 10 minutes a day
2. 10-30 minutes a day
3. more than 30 minutes a day
4. more than 60 minutes a day
5. More than 90 minutes a day

**Please indicate if any of the following have contributed to your workload:**

1. Staff reductions
2. Additional job duties
3. Training other employees
4. Cutbacks to funding
5. Lack of resources
6. New technology (i.e. computers)
7. Increasing paperwork
8. Intensity (speed-up) of work
9. Other, please specify

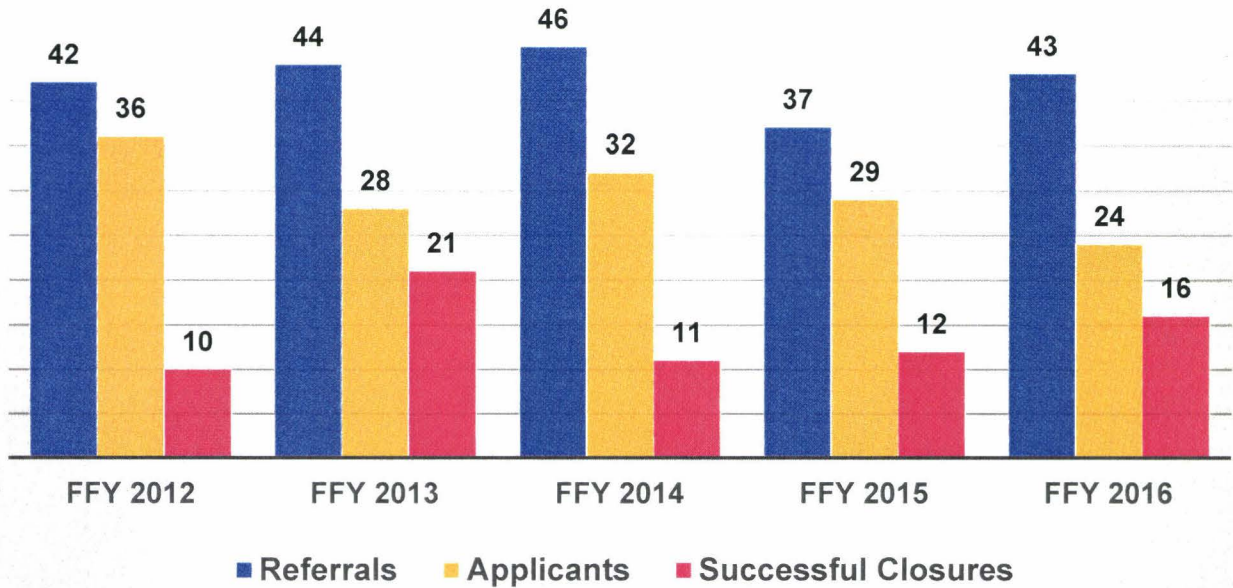
**What part of your job duties that you are currently performing would be considered the most time consuming and could possibly be delegated?**

**Do you believe that your workload is negatively affecting your health or creating burnout? If so, please describe?**

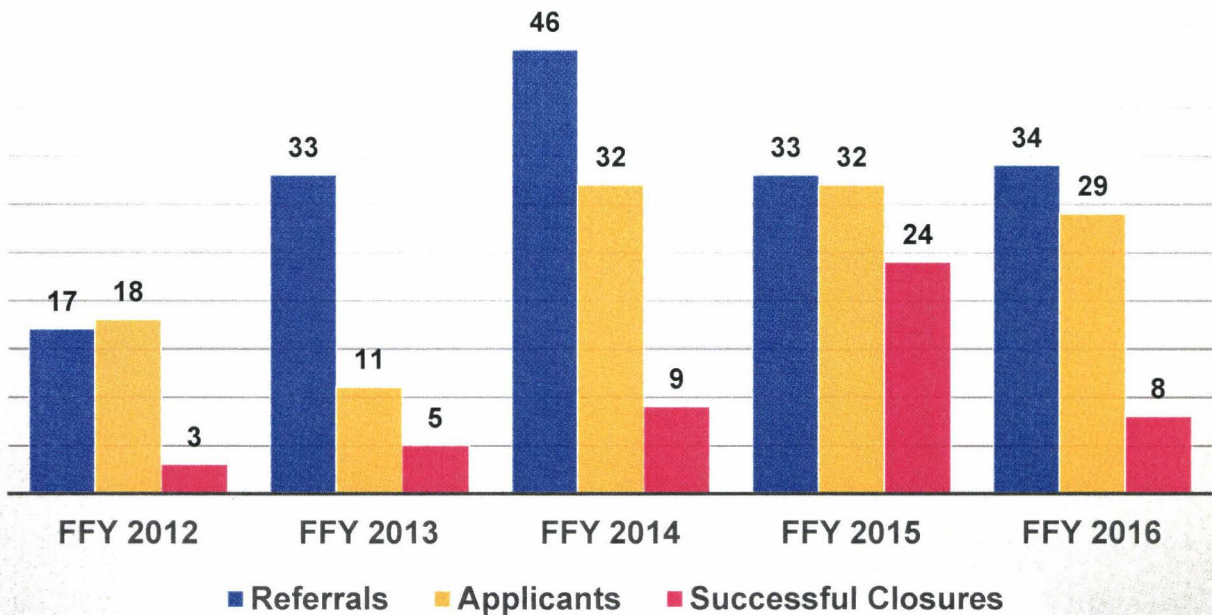
1. Yes
2. No

## Region I

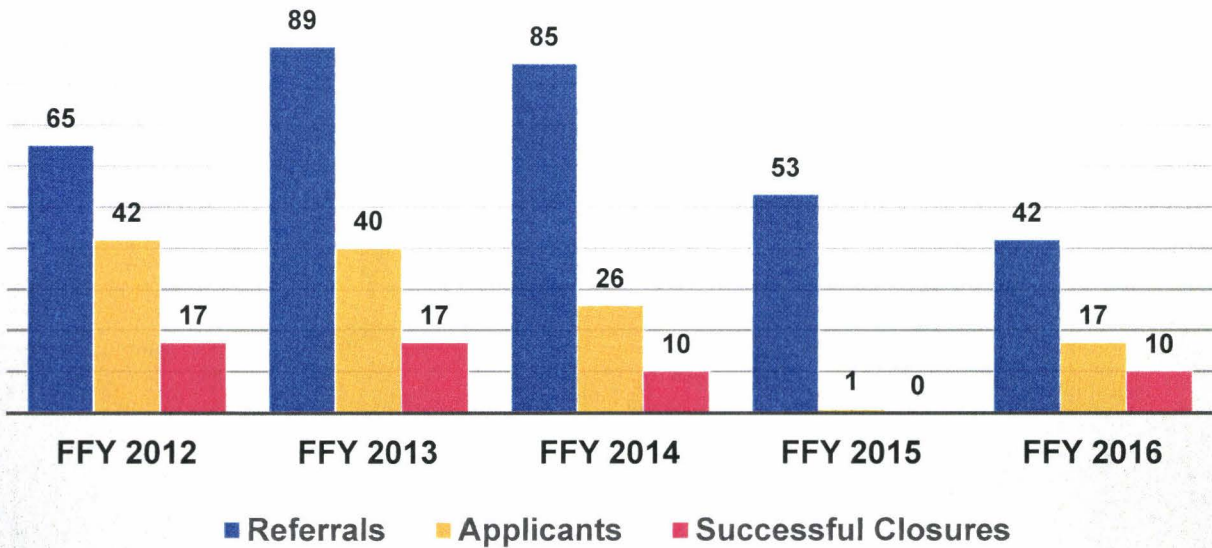
Caseload 121 - Greenville



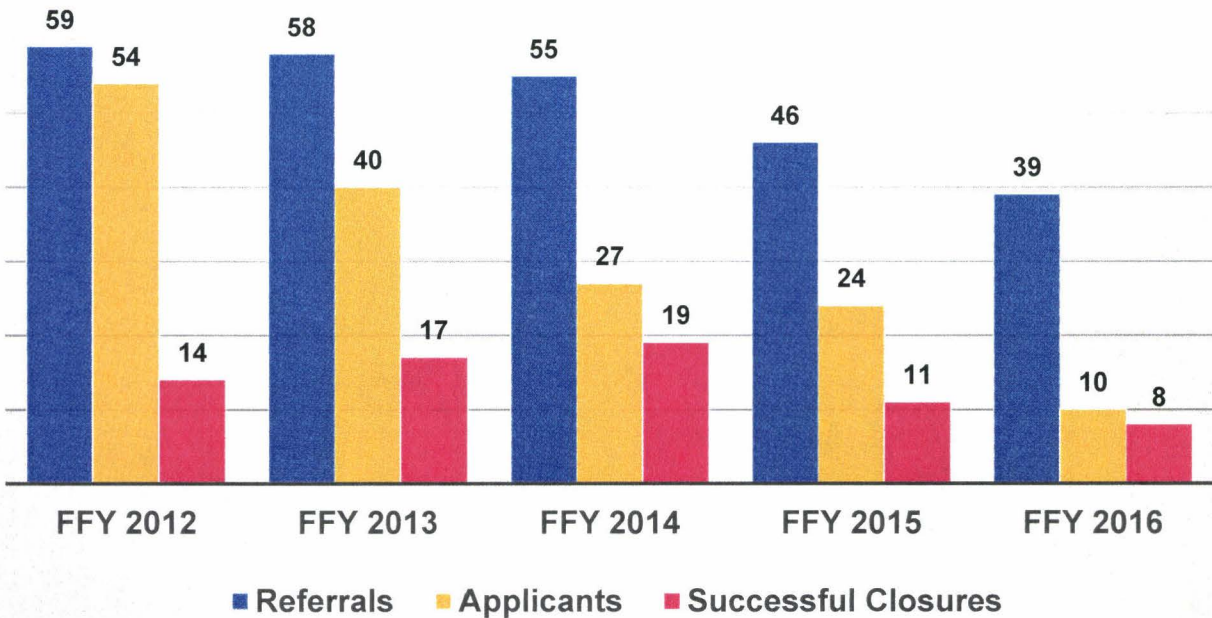
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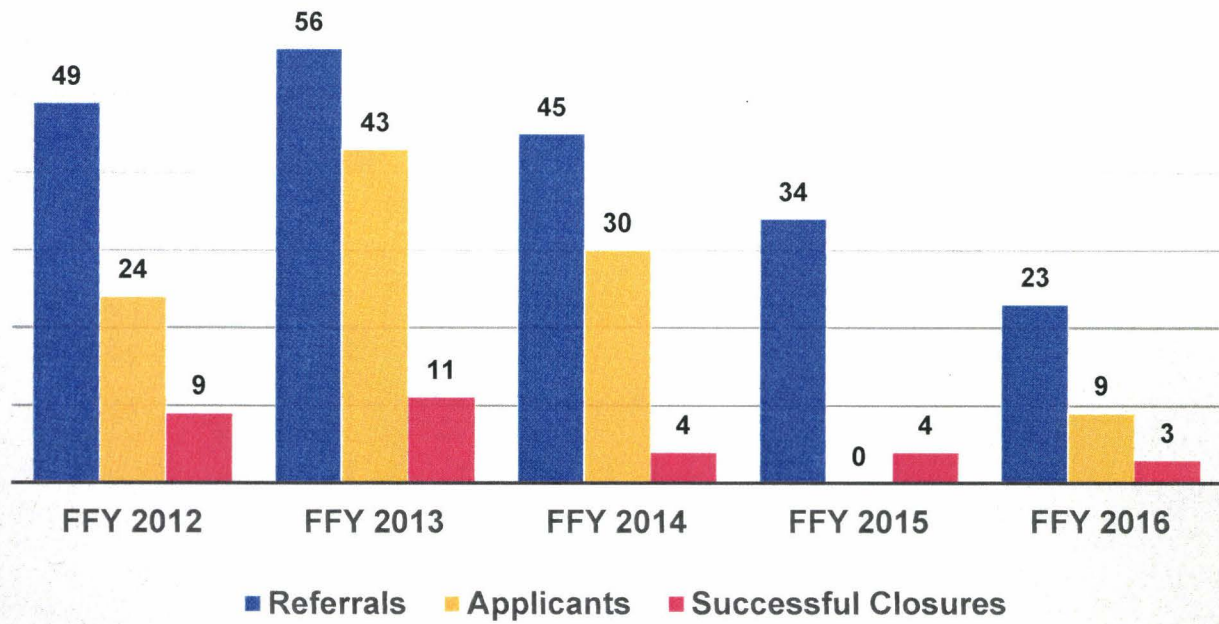
### Caseload 144 - Spartanburg



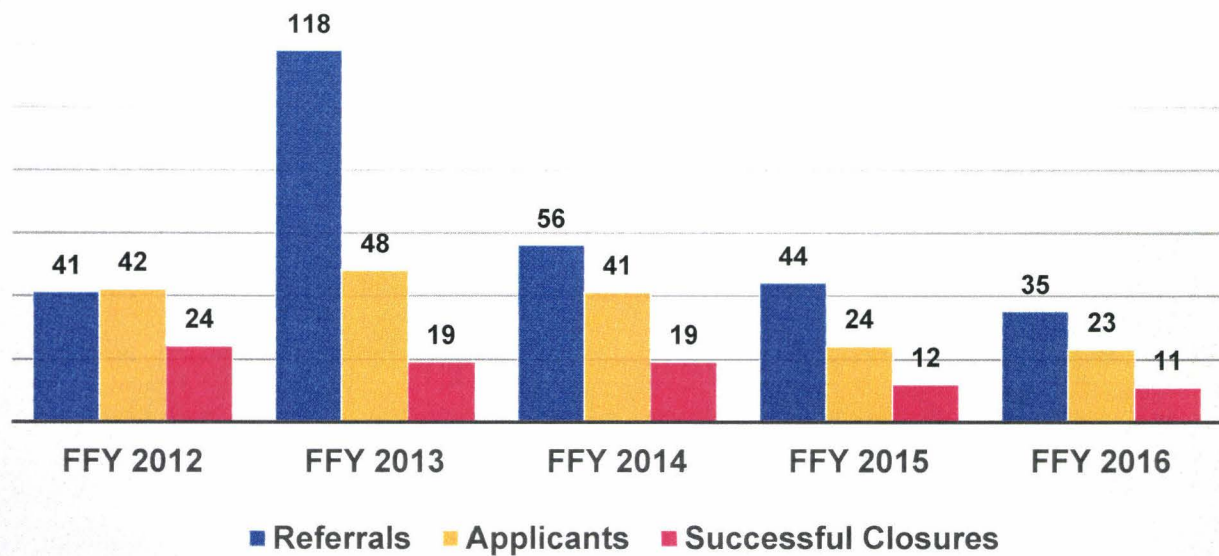
### Caseload 218 - Columbia (A - J)



### Caseload 230 - Anderson



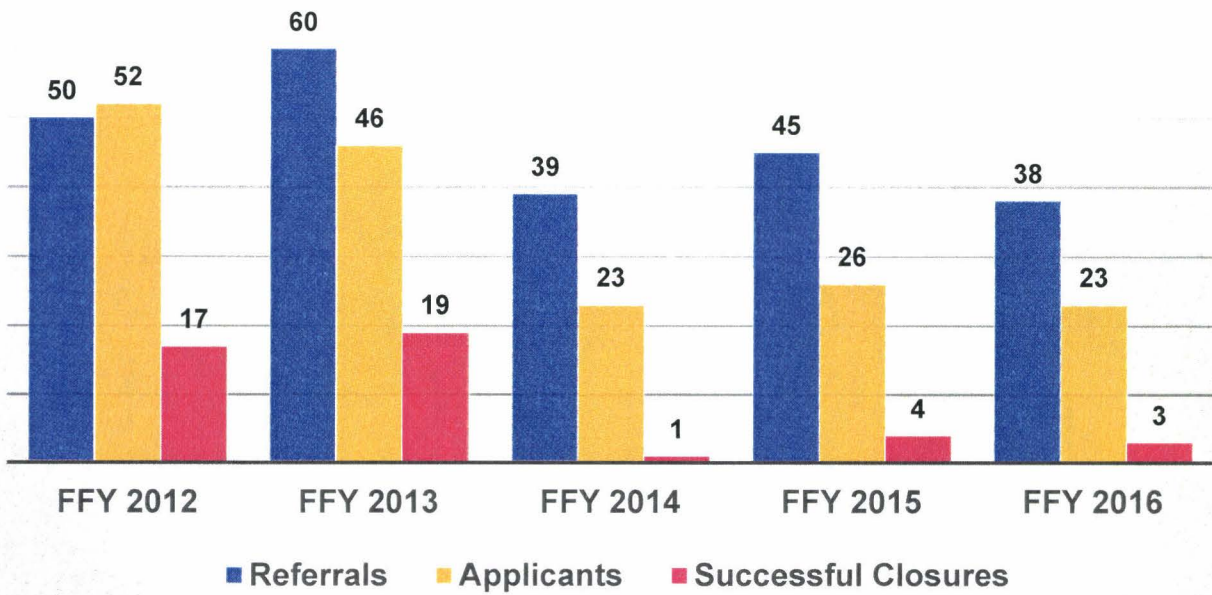
### Caseload 242 - Rock Hill



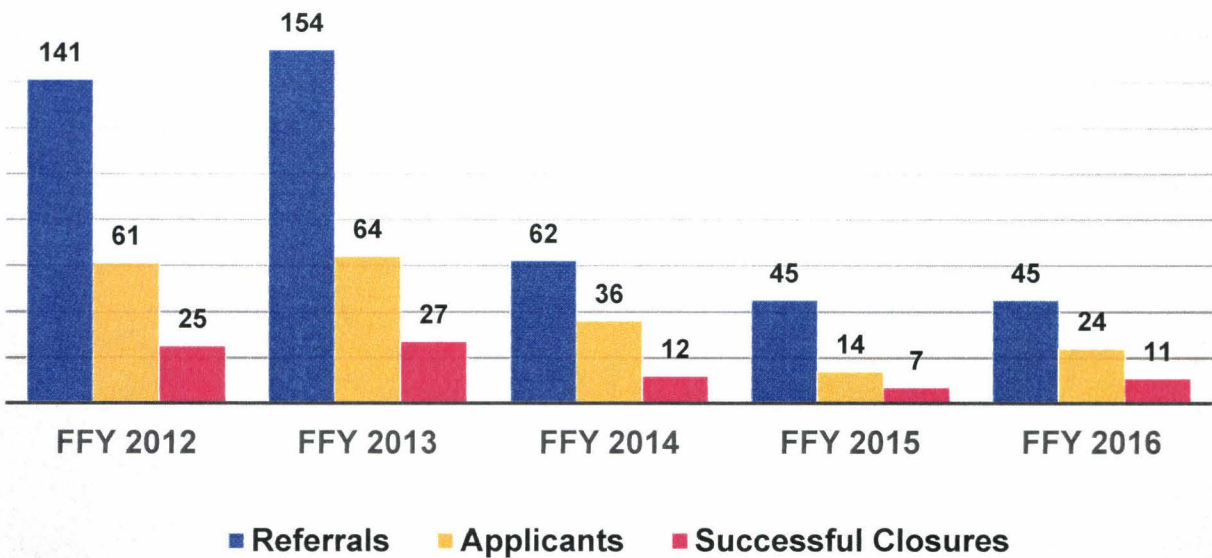


## Region II

### Caseload 212 - Columbia (K - Z)

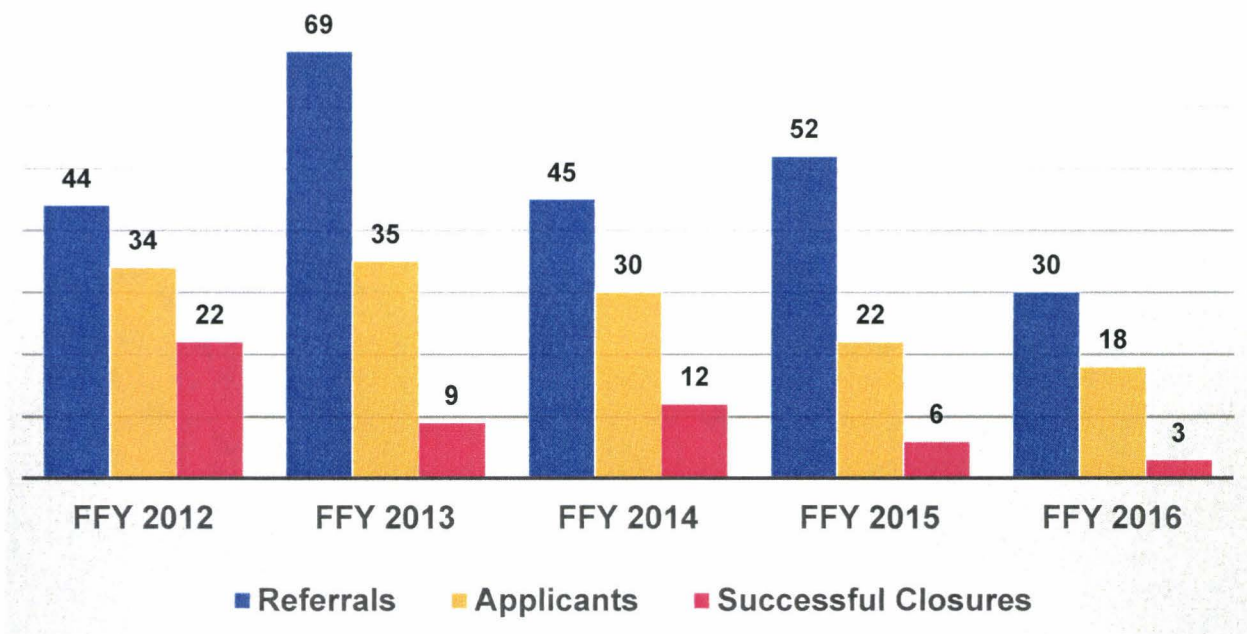


### Caseload 214 - Aiken

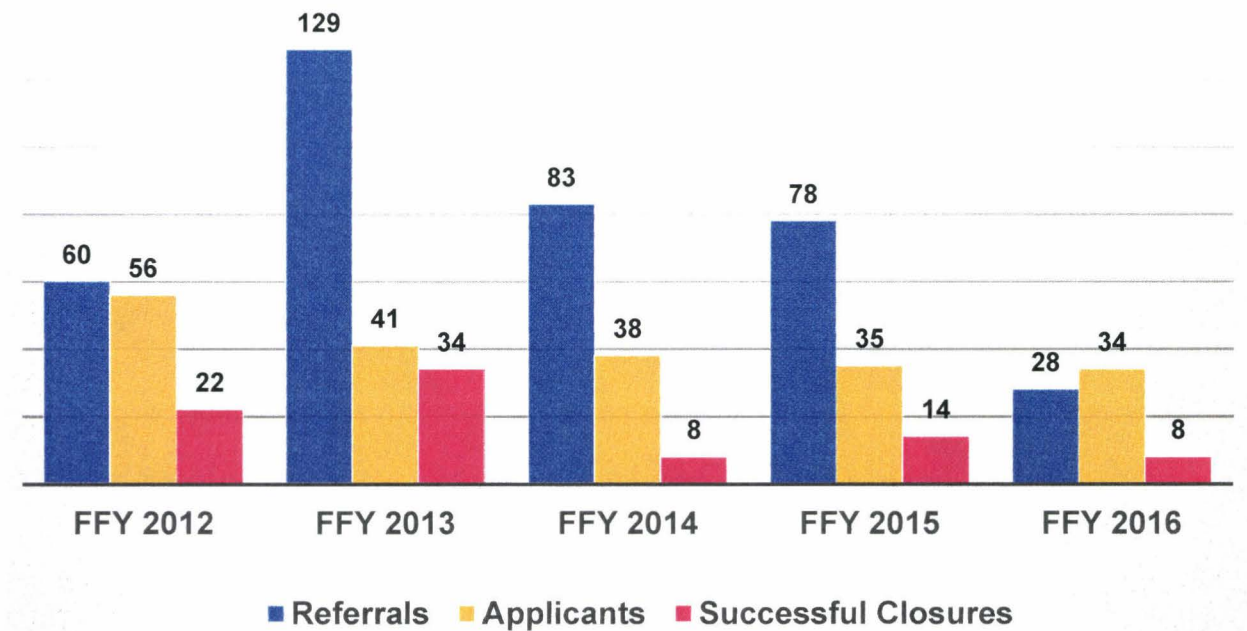




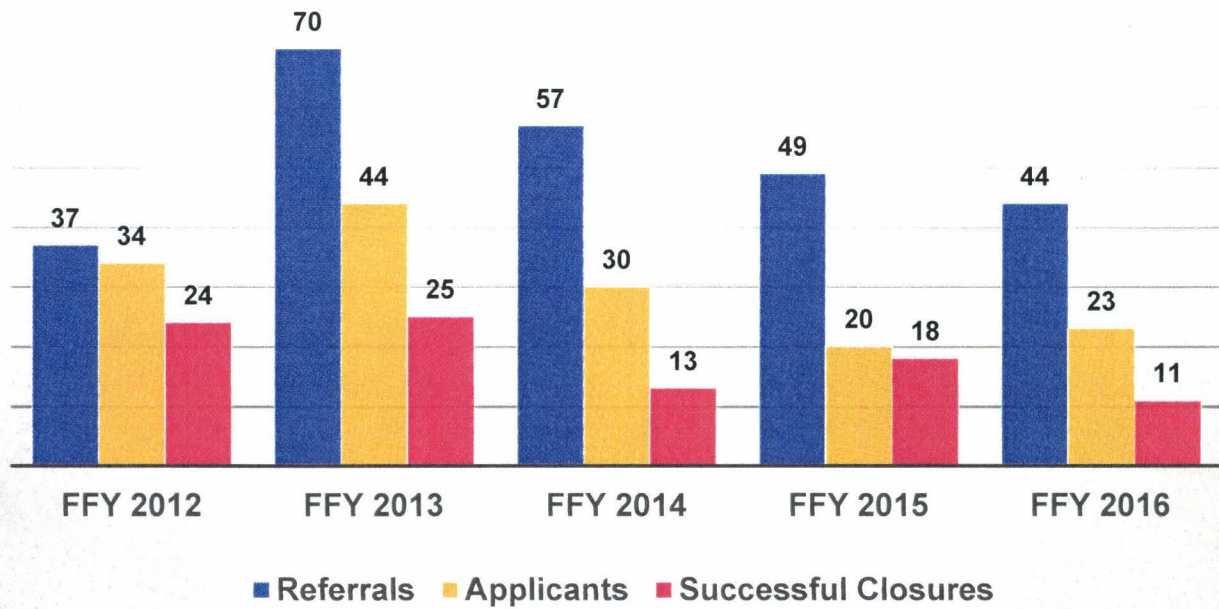
Caseload 245 - Orangeburg



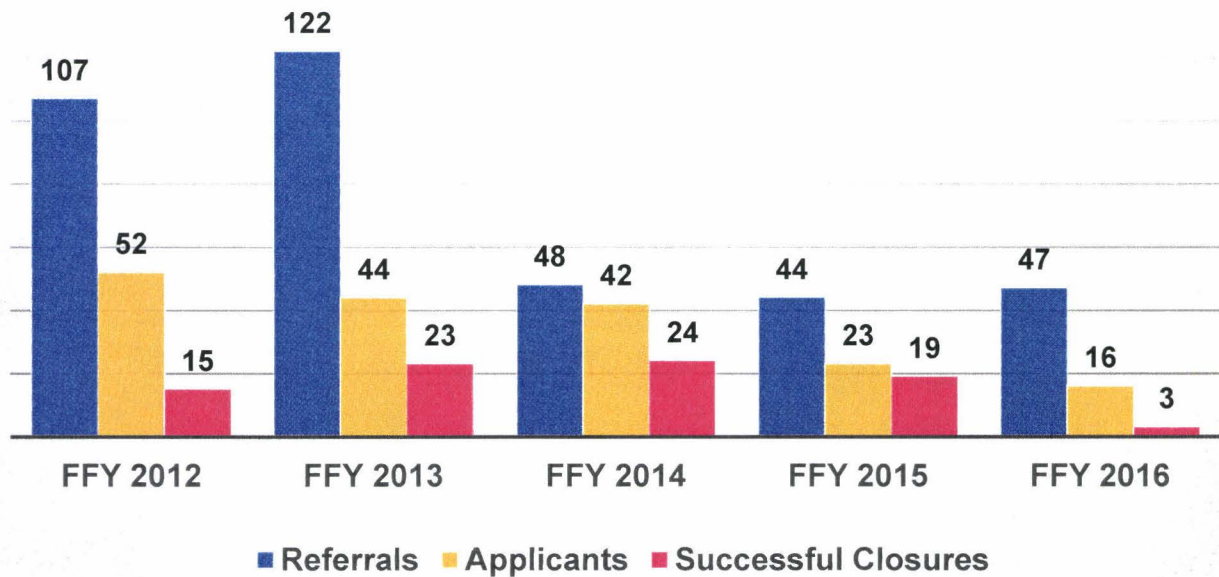
Caseload 351 - Charleston



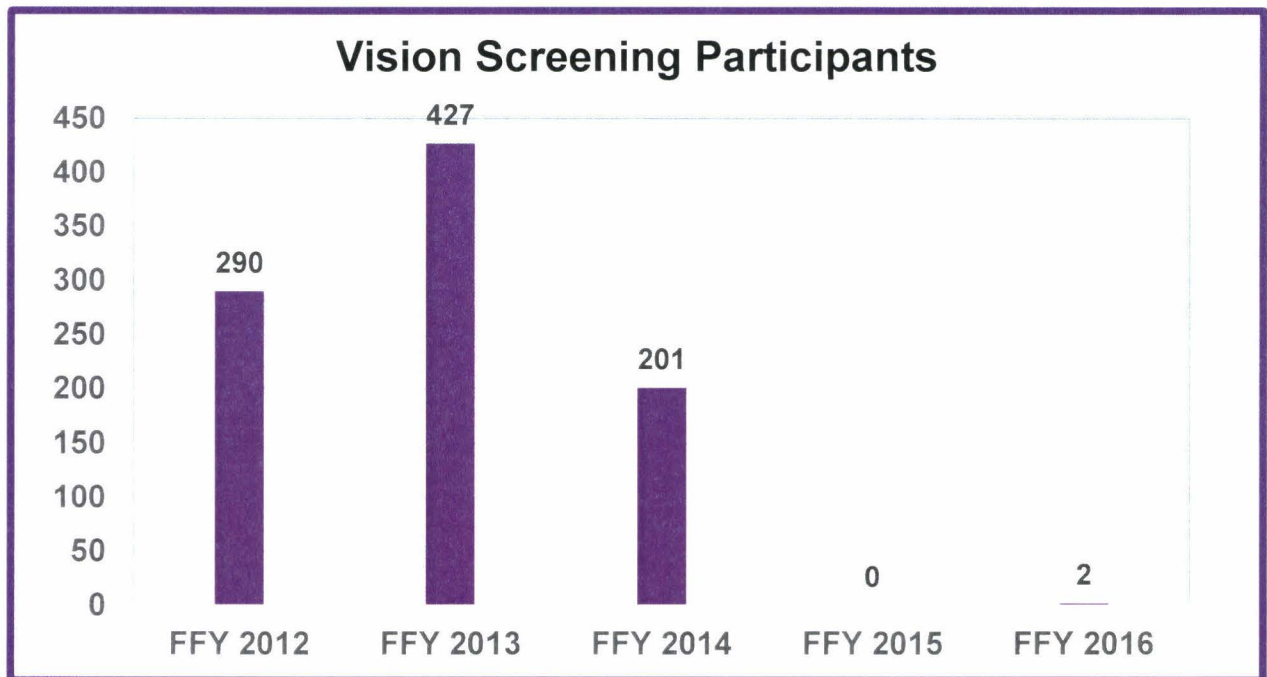
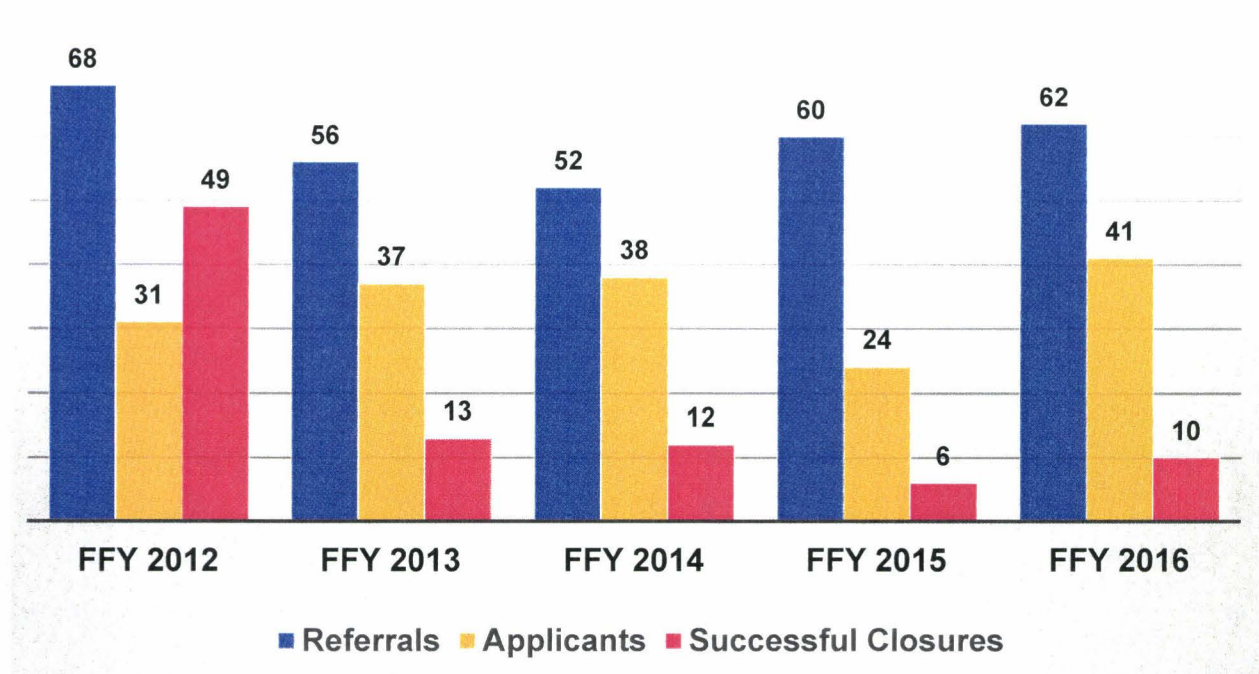
### Caseload 355 - Walterboro



### Caseload 358 - Florence



### Caseload 365 - Conway



**STATE OF SOUTH CAROLINA**  
**Employee Performance Management System**

Name \_\_\_\_\_ Social Security Number \_\_\_\_\_  
Agency \_\_\_\_\_ South Carolina Commission for the Blind \_\_\_\_\_  
Department \_\_\_\_\_ Vocational Rehabilitation – Rehab Services \_\_\_\_\_  
Position Classification \_\_\_\_\_ Human Services Coordinator I \_\_\_\_\_  
Date Assigned to Current Position \_\_\_\_\_  
Performance Review From \_\_\_\_\_ To \_\_\_\_\_

**PLANNING STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed by \_\_\_\_\_ Date \_\_\_\_\_  
Employee \_\_\_\_\_ Date \_\_\_\_\_  
(Signature of the employee indicates the Planning Stage and Position Description were reviewed with the employee.)

**EVALUATION STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed by \_\_\_\_\_ Date \_\_\_\_\_  
Reviewing Officer Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Employee \_\_\_\_\_ Date \_\_\_\_\_  
(My signature indicates that I was given the opportunity to discuss the official performance review with my supervisor - not that I necessarily agree.)

Employee Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## INSTRUCTIONS

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### The Planning Stage

**Job Functions** – The supervisor, utilizing suggestions from the employee, shall select job duties from the employee's most recent position description and develop success criteria for each duty.

**Objectives** – This section allows the supervisor to include any additional special projects or program assignments that are not on the position description but that are assigned to the employee during the rating period. Objectives are optional, but if used, success criteria are required for each objective.

**Performance Characteristics** – Performance characteristics and their definitions should be directly related to the employee's job and may be selected by the supervisor and the employee from a list developed by the Office of Human Resources. All management and supervisory employees are required to be reviewed on "promoting equal opportunity."

The supervisor should meet with the employee to discuss the position description and how it relates to the job functions and objectives for the upcoming year. After this discussion, the supervisor shall complete the planning stage of the document. Prior to discussing the completed planning stage with the employee, the supervisor will present the final document to the reviewing officer for signature. The supervisor will then meet with the employee to review the final plans for the year and obtain the employee's signature. The completed planning document should be maintained by the agency to be used as the evaluation document at the end of the review period.

### The Evaluation Stage

The supervisor will complete the evaluation document based on the employee's performance for the entire year. Using the four levels of performance outlined below, job functions and objectives shall be rated on how well the employee has met the success criteria as outlined in the planning stage. Performance characteristics will be rated "acceptable" or "unacceptable" based on the definitions which were communicated to the employee in the planning stage. The characteristics shall be used as a communication tool and shall not be weighted in the determination of the overall performance rating.

Once the supervisor has completed the evaluation document, it will be presented to the reviewing officer for signature. The supervisor will then schedule a meeting with the employee to discuss his/her performance and to obtain the employee's signature on the evaluation document. The evaluation must be completed prior to the review date to be timely.

#### Four Levels of Performance

(To rate job functions, objectives and overall performance)

**Meets Performance Requirements** – Work that meets the success criteria for the job.

**Exceeds Performance Requirements** – Work that is above the success criteria for the job throughout the rating period.

**Substantially Exceeds Performance Requirements** – Work that is characterized by exemplary accomplishments throughout the rating period; performance that is considerably and consistently above the success criteria of the job.

**Below Performance Requirements** – Work that fails to meet the success criteria of the job.

(Performance characteristics will not be rated with the four levels of performance. They should be rated as "acceptable" or "unacceptable.")



## AGENCY/WORK UNIT MISSION STATEMENT (Optional)

JOB FUNCTIONS	Performance Level
<p><b>1. Job Function (Job Duty / Success Criteria):</b> Counselor will place a minimum of twenty-seven (27) eligible consumers into competitive labor market jobs by making employer contacts, job analyses and development and referring job ready consumers to Employment Consultants.</p> <p><b>Success Criteria:</b> Minimum of seven (7) cases should be successfully placed and closed in Status 26 per quarter with the total for the year being 80% earning minimum wage or above; Maximum of 15% with no wage and no more than 5% below minimum wage. Zero (0) to twenty-six (26) will be rated as "Below", twenty-seven (27) to thirty (30) closures will be rated as "Meets", thirty-one (31) to thirty-five (35) closures will be rated as "Exceeds", and thirty-six (36) closures and above will be rated as "Substantially Exceeds".</p> <p style="text-align: right;">Closure Totals Revised _____</p>	
<p><b>2. Job Function (Job Duty / Success Criteria):</b> Employee will manage his/her caseload in an effective manner.</p> <p><b>Success Criteria:</b> Cases in status 02, 06, 10, 20 and 24 will not remain in overtime status unless there is a current contact report explaining lack of progress. Eligibility must be determined within 60 days from application unless documentation (Extension Agreement) is evident. A minimum of eight (8) original IPEs will be written per quarter; Zero (0) to thirty-one (31) IPEs written during the rating period will be rated as "Below", thirty-two (32) IPEs will be rated as "Meets", thirty-three (33) to thirty-six (36) IPEs written will be rated as "Exceeds" and thirty-seven (37) IPEs and above will be rated as "Substantially Exceeds"; Direct contacts will be made with each consumer every 90 days.</p> <p style="text-align: right;">_____</p>	
<p><b>3. Job Function (Job Duty / Success Criteria):</b> Counselor will review his/her caseload on a regular basis to be sure that documentation is current and appropriate.</p> <p><b>Success Criteria:</b> Each case file will contain appropriate and diagnostic reports; case recording will support eligibility or ineligibility decisions, the development of the IPE and justification of closure; files will contain required documentation which will be completed correctly and appropriately.</p> <p style="text-align: right;">_____</p>	
<p><b>4. Job Function (Job Duty / Success Criteria):</b> Counselor will develop and maintain appropriate professional relationships with employers, referrals sources, vendors and organizations in the community in order to provide appropriate services to consumers.</p> <p><b>Success Criteria:</b> Counselor will obtain a minimum of twelve (12) referrals in status 02 per quarter and certify, as eligible (COE), a minimum of ten (10) consumers per quarter. Zero (0) to forty-seven (47) referrals and zero (0) to thirty-nine (39) COEs will be rated as "Below"; forty-eight (48) referrals and forty (40) COEs will be rated as a "Meets"; forty-nine (49) to fifty-six (56) referrals and forty-one (41) to forty-eight (48) COEs will be rates as "Exceeds"; and fifteen-seven (57) and above referrals and forty-nine (49) and above COEs per rating period will be rated as "Substantially Exceeds".</p> <p style="text-align: right;">_____</p>	

## Appendix C

- 5. Job Function (Job Duty / Success Criteria):** Case recordings, required reports and other information will be prepared accurately and submitted when due; Counselor will maintain appropriate financial records regarding case service expenditures.

**Success Criteria:** Case recordings will be current; Expense accounts will be submitted by the fifth (5th) working day of each month; All purchase requests will be issued according to agency policy and procedures.

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- 6. Job Function (Job Duty / Success Criteria):** Counselor will refer appropriate eligible consumers to appropriate training facilities or to Special Instructors for assessment and/or adjustment to blindness services.

**Success Criteria:** Counselor will refer eligible consumers to the Ellen Beach Mack Rehabilitation Center and to the Special Instruction Staff when appropriate.

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- 7. Job Function (Job Duty / Success Criteria):** Counselor will refer consumers to the Technical Services Division and to the Employment and Training Division.

**Success Criteria:** Counselor will refer consumers to the Technical Services Division and to the Employment and Training Division when appropriate.

---

- 8. Job Function (Job Duty / Success Criteria):** Counselor will ensure that consumer data is entered, updated and monitored on the Client Information System (CIS).

**Success Criteria:** The CIS will accurately reflect the current data for each consumer on the counselor's caseload. The Counselor will ensure that the CIS accurately reflects the information that is contained in each consumer's case file at all times (i.e. appropriate CIS Screens completed when appropriate, status movements accurately reflected, etc.)

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## ACTUAL PERFORMANCE

**OBJECTIVES**  
(Optional)

**Performance  
Level**

1. **Objective:** Counselor will participate in work-related training during the rating period.  
**Success Criteria:** Counselor will successfully complete at least one (1) work-related program/session during the rating period.

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2. **Objective (Include Success Criteria)**

**ACTUAL PERFORMANCE**

**PERFORMANCE CHARACTERISTICS**

**Acceptable /  
Unacceptable**

1. **Characteristic:** Self-Management

**Definition:** Works within minimal supervision; Manages own time effectively; Maintains control on all current projects/responsibilities and ensures follow-up.

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2. **Characteristic:** Dependability

**Definition:** Employee can be relied upon to meet work schedules and fulfill job responsibilities and commitments.

---

3. **Characteristic:** Reliability

**Definition:** Consistent delivery of what is required, when it is required. Meets deadlines/schedules and follows instructions.

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**SUMMARY AND IMPROVEMENT PLAN**

Identify the employee's major accomplishments, areas needing improvement, and steps to improve present and future performance.

**APPRAISAL RESULTS**



Appendix C

\_\_\_\_\_ **Substantially Exceeds** \_\_\_\_\_ **Exceeds** \_\_\_\_\_ **Meets** \_\_\_\_\_ **Below**



Name \_\_\_\_\_  
Agency S. C. Commission for the Blind  
Department Vocational Rehabilitation-Rehab Services  
Position Classification Human Services Coordinator I  
Date Assigned to Current Position \_\_\_\_\_  
Performance Review From \_\_\_\_\_ To \_\_\_\_\_

**PLANNING STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed By \_\_\_\_\_ Date \_\_\_\_\_  
Employee \_\_\_\_\_ Date \_\_\_\_\_  
*(Signature of the employee indicates the Planning Stage and Position Description were reviewed with the employee.)*

**EVALUATION STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed By \_\_\_\_\_ Date \_\_\_\_\_  
Reviewing Officer Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Employee \_\_\_\_\_ Date \_\_\_\_\_  
*(My signature indicates that I was given the opportunity to discuss the official performance review with my supervisor - not that I necessarily agree.)*

Employee Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Appendix D

### **INSTRUCTIONS**

#### **The Planning Stage**

**Job Functions** - the supervisor, utilizing suggestions from the employee, shall select job duties from the employee's most recent position description and develop success criteria for each duty.

**Objectives** - This section allows the supervisor to include any additional special projects or program assignments that are not on the position description but that are assigned to the employee during the rating period. Objectives are optional, but if used, success criteria are required for each objective.

**Performance Characteristics** - Performance characteristics and their definitions should be directly related to the employee's job and may be selected by the supervisor and the employee from a list developed by the Office of Human Resources. All management and supervisory employees are required to be reviewed on "promoting equal opportunity."

The supervisor should meet with the employee to discuss the position description and how it relates to the job functions and objectives for the upcoming year. After this discussion, the supervisor shall complete the planning stage of the document. Prior to discussing the completed planning stage with the employee, the supervisor will present the final document to the reviewing officer for signature. The supervisor will then meet with the employee to review the final plans for the year and obtain the employee's signature. The completed planning document should be maintained by the agency to be used as the evaluation document at the end of the review period.

#### **The Evaluation Stage**

The supervisor will complete the evaluation document based on the employee's performance for the entire year. Using the four levels of performance outlined below, job functions and objectives shall be rated on how well the employee has met the success criteria as outlined in the planning stage. Performance characteristics will be rated "acceptable" or "unacceptable" based on the definitions which were communicated to the employee in the planning stage. The characteristics shall be used as a communication tool and shall not be weighted in the determination of the overall performance rating.

Once the supervisor has completed the evaluation document, it will be presented to the reviewing officer for signature. The supervisor will then schedule a meeting with the employee to discuss his/her performance and to obtain the employee's signature on the evaluation document. The evaluation must be completed prior to the review date to be timely.

#### **Three Levels of Performance**

(To rate job functions, objectives and overall performance)

**Exceptional Performance Requirements** – Work that is above the success criteria for the job throughout the rating period.

**Successful Performance Requirements** – Work that meets the success criteria for the job.

**Unsuccessful Performance Requirements** – Work that fails to meet the success criteria of the job.

(Performance characteristics will not be rated with the four levels of performance. They should be rated as "Pass" or "Fail").

## **SCCB MISSION STATEMENT**

## Appendix D

Our mission is to provide quality, individualized vocational rehabilitation services, independent living services, and prevention of blindness services to blind and visually impaired consumers leading to competitive employment and social and economic independence.

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### PERFORMANCE JOB FUNCTIONS/DUTY

#### JOB FUNCTIONS

#### Performance Level

1. **Job Function (Job Duty / Success Criteria):** Develop and maintain community relationships that will result in appropriate consumer referrals that are representative of the communities served.

**Success Criteria:** Documented attendance at the SC Works Department within the caseload coverage area. Counselor will be onsite at a minimum of once per month for 4.5 hours to conduct intakes and/or informational sessions as needed.

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2. **Job Function (Job Duty / Success Criteria):** Establish accurate, consistent and uniform compliance, with agency consumer services policies and procedures, and related federal regulations by ensuring that data is entered, updated, and monitored in the AWARE case management system and legal case file.

**Success Criteria:** Accuracy rate at 90% or better as evidenced by monthly case reviews conducted by the Regional Director and Quality Assurance. Direct contacts will be made with consumers every 90 days following the development of the IPE and every 90 days thereafter, by use of the 90 day check-off form.

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3. **Job Function (Job Duty / Success Criteria):** Conduct informal vocational assessments and career exploration. Arrange for extended and abbreviated vocational assessments and career exploration through the comprehensive assessment process in order to achieve an appropriate vocational objective on the Individualized Plan for Employment (IPE).

**Success Criteria:** In partnership with the consumer and consistent with the exercise of informed choice, VR Counselor will develop and implement trial work experiences, extended evaluations, and assessments needed for IPE development. Vocational assessments will translate into an appropriate vocational goal specific to the needs of the consumer and as outlined on the Individualized Plan for Employment. The minimum requirement of IPEs will be developed per quarter in order for each region to meet established production standards. A minimum of eight (8) IPEs developed per quarter will result in a "Successful" rating. Less than eight (8) will be rated as "Unsuccessful" and nine (9) or more will be rated as "Exceptional".

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4. **Job Function (Job Duty / Success Criteria):** In partnership with the consumer and consistent with the IPE vocational goal, provide quality vocational rehabilitation counseling and guidance (career counseling, assessment, & job placement services) for the consumer to prepare for, achieve, and maintain a successful employment outcome. Provide direct job placement and follow up. Competitive employment outcome goals will be monitored on a quarterly basis.

**Success Criteria:** Counselor will successfully place and close twenty-one (21) to twenty-seventy (27) eligible consumers per year into competitive labor market jobs earning minimum wage or above.



## Appendix D

A closure rate of twenty (20) and below would be rated “Unsuccessful”, and a closure rate of twenty-eight (28) and above would be rated “Exceptional”. Quarterly goal achievement will be evidenced by consumers receiving quality, vocationally relevant services in a timely manner.

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5. **Job Function (Job Duty / Success Criteria):** Spending practices are to be in adherence to agency financial and programmatic policy and procedures.

**Success Criteria:** Travel reimbursement requests will be submitted by no later than the end of each month. Caseload expenditures will be in compliance with both agency and federal regulations. “Exceeding Spending Authority” and “Exception to Policy” case notes will be entered in AWARE.

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6. **Job Function (Job Duty / Success Criteria):** Counselor will maintain an active caseload size of at least seventy-five (75) active consumers. Mitigating circumstances, with appropriate justification, will be taken into consideration for possible individual caseload size adjustments.

**Success Criteria:** Counselor will maintain a minimum of sixty-five (65) to seventy-five (75) active cases for a “Successful” rating. Seventy-four (74) and below would be rated as “Unsuccessful” and seventy-six (76) and above would be rated “Exceptional”.

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### **ACTUAL PERFORMANCE**

**JOB FUNCTIONS/DUTIES (This must be completed)**

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**OBJECTIVES**

(Optional)

Performance Level

**1. Objective:** Employee will participate in and successfully complete all mandatory disability related training modules, webinars and agency onsite training during this rating period.

**Success Criteria:** Employee will demonstrate competence as observed by the Regional Director. Competence will be evidenced by a decrease in error rates and by consumers receiving quality, vocationally relevant services in a timely manner as outlined on the consumer's Individualized Plan for Employment.

Performance Level

**2. Objective** (Include Success Criteria):

**ACTUAL PERFORMANCE**

OBJECTIVE (*"This must be completed if Objectives were listed."*)

**PERFORMANCE CHARACTERISTICS**

Pass/Fail

1. Characteristic: Self -Management

Definition: Works with minimal supervision; Manages time effectively.

2. Characteristic: Judgment

Definition: Able to reason, compare, understand and think rationally on the job; Makes quality work related decisions.

3. Characteristic: Planning and Organization



## Employee Performance Management System

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Definition: Establishes a course of action for meeting an objective; Develops schedules for activities and projects; Sets and observes priorities in order to avoid backlogged work.

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### **SUMMARY AND IMPROVEMENT PLAN**

*Identify the employee's major accomplishments, areas needing improvement, and steps to improve present and future performance.*

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### **APPRAISAL RESULTS**

\_\_\_\_\_ **Exceptional**      \_\_\_\_\_ **Successful**      \_\_\_\_\_ **Unsuccessful**



Name VR Counselor  
Agency S. C. Commission for the Blind  
Department Vocational Rehabilitation-Rehab Services  
Position Classification Human Services Coordinator I  
Date Assigned to Current Position 03/17/2007  
Performance Review From 01/13/2017 To 01/12/2018

**PLANNING STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed By \_\_\_\_\_ Date \_\_\_\_\_  
Employee \_\_\_\_\_ Date \_\_\_\_\_

*(Signature of the employee indicates the Planning Stage and Position Description were reviewed with the employee.)*

**EVALUATION STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed By \_\_\_\_\_ Date \_\_\_\_\_

Reviewing Officer Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Employee \_\_\_\_\_ Date \_\_\_\_\_

*(My signature indicates that I was given the opportunity to discuss the official performance review with my supervisor - not that I necessarily agree.)*

Employee Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## Appendix E

### **INSTRUCTIONS**

#### **The Planning Stage**

**Job Functions** - the supervisor, utilizing suggestions from the employee, shall select job duties from the employee's most recent position description and develop success criteria for each duty.

**Objectives** - This section allows the supervisor to include any additional special projects or program assignments that are not on the position description but that are assigned to the employee during the rating period. Objectives are optional, but if used, success criteria are required for each objective.

**Performance Characteristics** - Performance characteristics and their definitions should be directly related to the employee's job and may be selected by the supervisor and the employee from a list developed by the Office of Human Resources. All management and supervisory employees are required to be reviewed on "promoting equal opportunity."

The supervisor should meet with the employee to discuss the position description and how it relates to the job functions and objectives for the upcoming year. After this discussion, the supervisor shall complete the planning stage of the document. Prior to discussing the completed planning stage with the employee, the supervisor will present the final document to the reviewing officer for signature. The supervisor will then meet with the employee to review the final plans for the year and obtain the employee's signature. The completed planning document should be maintained by the agency to be used as the evaluation document at the end of the review period.

#### **The Evaluation Stage**

The supervisor will complete the evaluation document based on the employee's performance for the entire year. Using the four levels of performance outlined below, job functions and objectives shall be rated on how well the employee has met the success criteria as outlined in the planning stage. Performance characteristics will be rated "acceptable" or "unacceptable" based on the definitions which were communicated to the employee in the planning stage. The characteristics shall be used as a communication tool and shall not be weighted in the determination of the overall performance rating.

Once the supervisor has completed the evaluation document, it will be presented to the reviewing officer for signature. The supervisor will then schedule a meeting with the employee to discuss his/her performance and to obtain the employee's signature on the evaluation document. The evaluation must be completed prior to the review date to be timely.

#### **Three Levels of Performance**

(To rate job functions, objectives and overall performance)

**Exceptional Performance Requirements** – Work that is above the success criteria for the job throughout the rating period.

**Successful Performance Requirements** – Work that meets the success criteria for the job.

**Unsuccessful Performance Requirements** – Work that fails to meet the success criteria of the job.

(Performance characteristics will not be rated with the four levels of performance. They should be rated as "Pass" or "Fail").

## **SCCB MISSION STATEMENT**

## Appendix E

Our mission is to provide quality, individualized vocational rehabilitation services, independent living services, and prevention of blindness services to blind and visually impaired consumers leading to competitive employment and social and economic independence.

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### PERFORMANCE JOB FUNCTIONS/DUTY

#### JOB FUNCTIONS

#### Performance Level

- 1. Job Function (Job Duty / Success Criteria):** VR Counselor will develop and maintain community relationships that will result in appropriate consumer referrals that are representative of the communities served.

**Success Criteria:** Documented attendance at the SC Works Department within the caseload coverage area. Counselor will be onsite at a minimum of once per month for 4.5 hours to conduct intakes and/or informational sessions as needed, and make appropriate referrals to local Workforce Innovation and Opportunity Act (WIOA) partners.

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- 2. Job Function (Job Duty / Success Criteria):** VR Counselor will develop and maintain appropriate professional relationships with employers, referral sources, vendors and organizations in the community in order to provide appropriate services to consumers.

**Success Criteria:** 80% of all referrals received will be determined eligible for VR services within sixty (60) days of the application date, unless an agreement for extension of eligibility is evident.

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- 3. Job Function (Job Duty / Success Criteria):** VR Counselor will establish accurate, consistent and uniform compliance with agency policy and procedures and related federal regulations. Ensure that data is entered, updated and monitored in the AWARE case management system, and legal case file, reflecting ongoing contact and informed choice.

**Success Criteria:** Accuracy rate of 90% or better, as evidenced by monthly case reviews conducted by the Regional Director and Quality Assurance. Direct contacts will be made with consumers every ninety (90) days, following the development of the IPE, and every ninety (90) days thereafter, by use of the 90 Day Checklist Form.

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- 4. Job Function (Job Duty / Success Criteria):** In partnership with the consumer and consistent with the exercise of informed choice, the VR Counselor will conduct a comprehensive assessment of rehabilitation needs (CARN) and career exploration by use of the Career Index Plus, or other Labor Market Information (LMI) resource, in order to achieve an appropriate vocational objective on the Individualized Plan for Employment (IPE) within ninety (90) days of eligibility determination.

**Success Criteria:** Counselor will develop a minimum of six (6) IPE's per quarter for a "Successful" rating. Less than six (6) will be rated as "Unsuccessful", and seven (7) or more will be rated as "Exceptional".



5. **Job Function (Job Duty / Success Criteria):** Counselor will provide quality vocational counseling and guidance to the consumer in order to prepare for, advance where appropriate, and maintain a successful employment outcome. Provide direct job placement and follow-up, as needed in collaboration with the agency's Employment Consultants.

**Success Criteria:** Successfully place and close fifteen (15) to twenty (20) eligible consumers per rating period into competitive, integrated employment (CIE), earning minimum wage or above. A closure rate of below fifteen (15) would be rated as “Unsuccessful”, and a closure rate of twenty-one (21) or more would be rated as “Exceptional”.

- 6. Job Function (Job Duty / Success Criteria):** Spending practices are to be in adherence to agency financial and programmatic policy and procedures.

**Success Criteria:** Caseload expenditures will be in compliance with both agency and federal regulations. “Exceeding Spending Authority” and “Exception to Policy” case notes will be entered into AWARE for review and approval by the Regional Director and the VR Division Director, where appropriate.

## ACTUAL PERFORMANCE

**JOB FUNCTIONS/DUTIES (This must be completed)**

**OBJECTIVES**

(Optional)

Performance Level

**1. Objective:** VR Counselor will participate in and successfully complete all mandatory disability related training modules, webinars and agency onsite training during this rating period.

**Success Criteria:** VR Counselor will demonstrate competence as observed by the Regional Director during clinical supervision. Competence will be evidenced by consumers receiving quality, vocationally relevant services in a timely manner as outlined on the consumer's Individualized Plan for Employment.

Performance Level

**2. Objective** (Include Success Criteria):

**ACTUAL PERFORMANCE**

OBJECTIVE (*"This must be completed if Objectives were listed."*)

**PERFORMANCE CHARACTERISTICS**

Pass/Fail

1. Characteristic: Self -Management

Definition: Works with minimal supervision; Manages time effectively.

2. Characteristic: Judgment

Definition: Able to reason, compare, understand and think rationally on the job; Makes



## Employee Performance Management System

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quality work related decisions.

### 3. Characteristic: Planning and Organization

Definition: Establishes a course of action for meeting an objective; Develops schedules for activities and projects; Sets and observes priorities in order to avoid backlogged work.

---

### **SUMMARY AND IMPROVEMENT PLAN**

*Identify the employee's major accomplishments, areas needing improvement, and steps to improve present and future performance.*

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### **APPRAISAL RESULTS**

\_\_\_\_\_ **Exceptional**      \_\_\_\_\_ **Successful**      \_\_\_\_\_ **Unsuccessful**

**STATE OF SOUTH CAROLINA**  
**Employee Performance Management System**

Name \_\_\_\_\_ Social Security Number \_\_\_\_\_  
Agency \_\_\_\_\_ South Carolina Commission for the Blind \_\_\_\_\_  
Department \_\_\_\_\_ Vocational Rehabilitation \_\_\_\_\_  
Position Classification \_\_\_\_\_ Human Services Specialist I \_\_\_\_\_  
Date Assigned to Current Position \_\_\_\_\_  
Performance Review From \_\_\_\_\_ To \_\_\_\_\_

**PLANNING STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed by \_\_\_\_\_ Date \_\_\_\_\_  
Employee \_\_\_\_\_ Date \_\_\_\_\_  
(Signature of the employee indicates the Planning Stage and Position Description were reviewed with the employee.)

**EVALUATION STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed by \_\_\_\_\_ Date \_\_\_\_\_  
Reviewing Officer Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Employee \_\_\_\_\_ Date \_\_\_\_\_  
(My signature indicates that I was given the opportunity to discuss the official performance review with my supervisor - not that I necessarily agree.)

Employee Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## INSTRUCTIONS

### The Planning Stage

**Job Functions** - The supervisor, utilizing suggestions from the employee, shall select job duties from the employee's most recent position description and develop success criteria for each duty.

**Objectives** - This section allows the supervisor to include any additional special projects or program assignments that are not on the position description but that are assigned to the employee during the rating period. Objectives are optional, but if used, success criteria are required for each objective.

**Performance Characteristics** - Performance characteristics and their definitions should be directly related to the employee's job and may be selected by the supervisor and the employee from a list developed by the Office of Human Resources. All management and supervisory employees are required to be reviewed on "promoting equal opportunity."

The supervisor should meet with the employee to discuss the position description and how it relates to the job functions and objectives for the upcoming year. After this discussion, the supervisor shall complete the planning stage of the document. Prior to discussing the completed planning stage with the employee, the supervisor will present the final document to the reviewing officer for signature. The supervisor will then meet with the employee to review the final plans for the year and obtain the employee's signature. The completed planning document should be maintained by the agency to be used as the evaluation document at the end of the review period.

### The Evaluation Stage

The supervisor will complete the evaluation document based on the employee's performance for the entire year. Using the four levels of performance outlined below, job functions and objectives shall be rated on how well the employee has met the success criteria as outlined in the planning stage. Performance characteristics will be rated "acceptable" or "unacceptable" based on the definitions which were communicated to the employee in the planning stage. The characteristics shall be used as a communication tool and shall not be weighted in the determination of the overall performance rating.

Once the supervisor has completed the evaluation document, it will be presented to the reviewing officer for signature. The supervisor will then schedule a meeting with the employee to discuss his/her performance and to obtain the employee's signature on the evaluation document. The evaluation must be completed prior to the review date to be timely.

#### Four Levels of Performance

(To rate job functions, objectives and overall performance)

**Meets Performance Requirements** - Work that meets the success criteria for the job.

**Exceeds Performance Requirements** - Work that is above the success criteria for the job throughout the rating period.

**Substantially Exceeds Performance Requirements** - Work that is characterized by exemplary accomplishments throughout the rating period; performance that is considerably and consistently above the success criteria of the job.

**Below Performance Requirements** - Work that fails to meet the success criteria of the job.

(Performance characteristics will not be rated with the four levels of performance. They should be rated as

## AGENCY/WORK UNIT MISSION STATEMENT (Optional)

JOB FUNCTIONS	Performance Level
<b>1. Job Function (Job Duty / Success Criteria):</b> Completes documents, including letters, reports, memorandums, purchase documents, etc., by data entry.	_____
<b>Success:</b> Completes documents with less than one (1) substantive error per month on average will be rated "Substantially Exceeds". Performing the same duties with an average of one (1) to two (2) errors per month will be rated "Exceeds". Performing the same duties with an average of three (3) to four (4) errors per month will be rated "Meets". Performing the same duties with an average of more than four (4) errors per month, or not completing more than three (3) documents will be rated "Below".	
<b>2. Job Function (Job Duty / Success Criteria):</b> Assists counselor(s) with case management.	_____
<b>Success:</b> Initiates actual contact with consumers, demonstrates effective communication and reasoning skills to diffuse existing or potential consumer grievances, monitors case files and communicates to counselor(s) necessary actions, completes intake information with applicants, accurately/quickly communicates messages between consumers and counselor(s) and maintains case files with all documents in the correct sections, will be rated as "Substantially Exceeds". Performance of the same duties in the same way, except no more than one (1) document per file is not in the correct section, will be rated as "Exceeds". At the request of the counselor(s), contacts consumer, monitors case files, tells counselor(s) of necessary actions, maintains case files with more (on average) than one (1) but less than two (2) documents misfiled will be rated as "Meets". Does not contact consumer when asked by counselor(s), does not monitor case files and does not communicate information to counselor(s), does not accurately maintain case files, (two or more) misfiled documents per file will be rated as "Below".	
<b>3. Job Function (Job Duty / Success Criteria):</b> Assists counselor(s) with maintaining Client Information System (CIS).	_____
<b>Success:</b> Initiates the data entry of appropriate information for ALL screens of the CIS, monitor the CIS reports and initiate the necessary entries/corrections, resulting in no overtime in STATUS (02, 10 and 22) and no screens not accurately completed will be rated as "Substantially Exceeds". One (1) overtime in status (02, 10 and 22) and no more than one (1) screen not accurately completed will be rated as "Exceeds". Two (2) overtime in status (02, 10 and 22) and no more than two (2) screens not accurately completed will be rated as "Meets". Three (3) or more in overtime status (02, 10 and 22) or three (3) or more screens not accurately completed will be rated as "Below".	
<b>4. Job Function (Job Duty / Success Criteria):</b> Assist counselor(s) with case services budget and purchasing procedures.	_____
<b>Success:</b> With minimal supervision, complete Purchase Requests, Receiving Reports and related	



## Appendix F

budget/purchasing documents in advance with no mistakes per month on accounts, vendors, codes, prices, etc. will be rated a "Substantially Exceeds". Performing the same duties with less than an average of two (2) mistakes per month will be rated as "Exceeds". Performing the same duties with more than two (2) but less than four (4) mistakes per month will be rated as "Meets". Performing the same duties with an average of four (4) or more mistakes per month will be rated as "Below".

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### 5. Job Function (Job Duty / Success Criteria):

Greet consumer and other individuals and assist with office coverage according to schedule, answer the telephone and assist with office coverage. Schedule Low Vision Clinic appointments and follow up with consumers.

**Success:** Demonstrates professionalism and courtesy to consumer, the general public, staff and other visitors, in person or by telephone to effectively communicate the "Mission" of the agency.

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### ACTUAL PERFORMANCE OBJECTIVES (Optional)

Performance  
Level

1. Objective (Include Success Criteria):

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2. Objective (Include Success Criteria):

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### ACTUAL PERFORMANCE

### PERFORMANCE CHARACTERISTICS

Acceptable /  
Unacceptable

1. Characteristic: Self-management; work with minimal supervision and manage time, effectively.

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Definition: Employee will demonstrate the ability to work with minimal supervision and manage time, wisely.

2. Characteristic: Quality of work; work is neat and accurate

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Definition: Completes data entry and other documents, neatly and

## Appendix F

accurately.

3. Characteristic: Dependability; employee can be relied upon to meet schedules and fulfill job responsibilities

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Definition: Work is completed on time, and leave is planned, as possible, and submitted on-time.

### **SUMMARY AND IMPROVEMENT PLAN**

*Identify the employee's major accomplishments, areas needing improvement, and steps to improve present and future performance.*

**APPRAISAL RESULTS**

\_\_\_\_\_ **Substantially Exceeds**    \_\_\_\_\_ **Exceeds**    \_\_\_\_\_ **Meets**    \_\_\_\_\_ **Below**



Name VR Assistant's EPMS Planning  
Agency South Carolina Commission for the Blind  
Department Vocational Rehabilitation  
Position Classification Human Services Specialist I  
Date Assigned to Current Position \_\_\_\_\_  
Performance Review From 01/10/15 To 01/10/16

**PLANNING STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed By \_\_\_\_\_ Date \_\_\_\_\_  
Employee \_\_\_\_\_ Date \_\_\_\_\_  
*(Signature of the employee indicates the Planning Stage and Position Description were reviewed with the employee.)*

**EVALUATION STAGE ACKNOWLEDGMENT**

Rating Officer \_\_\_\_\_ Date \_\_\_\_\_  
Reviewed By \_\_\_\_\_ Date \_\_\_\_\_  
Reviewing Officer Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Employee \_\_\_\_\_ Date \_\_\_\_\_  
*(My signature indicates that I was given the opportunity to discuss the official performance review with my supervisor - not that I necessarily agree.)*

Employee Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **INSTRUCTIONS**

### **The Planning Stage**

**Job Functions** - the supervisor, utilizing suggestions from the employee, shall select job duties from the employee's most recent position description and develop success criteria for each duty.

**Objectives** - This section allows the supervisor to include any additional special projects or program assignments that are not on the position description but that are assigned to the employee during the rating period. Objectives are optional, but if used, success criteria are required for each objective.

**Performance Characteristics** - Performance characteristics and their definitions should be directly related to the employee's job and may be selected by the supervisor and the employee from a list developed by the Office of Human Resources. All management and supervisory employees are required to be reviewed on "promoting equal opportunity."

The supervisor should meet with the employee to discuss the position description and how it relates to the job functions and objectives for the upcoming year. After this discussion, the supervisor shall complete the planning stage of the document. Prior to discussing the completed planning stage with the employee, the supervisor will present the final document to the reviewing officer for signature. The supervisor will then meet with the employee to review the final plans for the year and obtain the employee's signature. The completed planning document should be maintained by the agency to be used as the evaluation document at the end of the review period.

### **The Evaluation Stage**

The supervisor will complete the evaluation document based on the employee's performance for the entire year. Using the four levels of performance outlined below, job functions and objectives shall be rated on how well the employee has met the success criteria as outlined in the planning stage. Performance characteristics will be rated "acceptable" or "unacceptable" based on the definitions which were communicated to the employee in the planning stage. The characteristics shall be used as a communication tool and shall not be weighted in the determination of the overall performance rating.

Once the supervisor has completed the evaluation document, it will be presented to the reviewing officer for signature. The supervisor will then schedule a meeting with the employee to discuss his/her performance and to obtain the employee's signature on the evaluation document. The evaluation must be completed prior to the review date to be timely.

### **Three Levels of Performance**

(To rate job functions, objectives and overall performance)

**Exceptional Performance Requirements** – Work that is above the success criteria for the job throughout the rating period.

**Successful Performance Requirements** – Work that meets the success criteria for the job.

**Unsuccessful Performance Requirements** – Work that fails to meet the success criteria of the job.

(Performance characteristics will not be rated with the four levels of performance. They should be rated as "Pass" or "Fail").

### SCCB MISSION STATEMENT

Our mission is to provide quality, individualized vocational rehabilitation services, independent living services, and prevention of blindness services to blind and visually impaired consumers leading to competitive employment and social and economic independence.

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Performance Level

#### **PERFORMANCE JOB FUNCTIONS/DUTY**

##### **1. Job Function (Job Duty / Success Criteria):**

\_\_\_\_\_

As directed by the VR Counselor(s), completes documents, including letters, reports, memorandums, purchase documents, etc.

**Success:** Completes documents without any errors per month on average will be rated “Exceptional”. Performing the same duties with an average of one (1) to two (2) errors per month will be rated “Successful”. Performing the same duties with an average of three (3) or more errors per month will be rated “Unsuccessful”.

##### **2. Job Function (Job Duty / Success Criteria):**

Performance Level

\_\_\_\_\_

Assists counselor(s) with case management.

**Success:** Initiates actual contact with consumers, schedules necessary eye/medical appointments for consumers, demonstrates effective communication and reasoning skills to diffuse existing or potential consumer grievances, monitors case files and communicates to counselor(s) necessary actions, completes intake information with applicants, accurately/quickly communicates messages between consumers and counselor(s) and maintains case files with all documents in the correct sections. No misfiled documents per case file will be rated as “Exceptional”. No more than one (1) misfiled document per case file will be rated as “Successful”. Does not contact consumer when asked by counselor(s), does not communicate information to counselor(s), and does not accurately maintain case files with two (2) or more misfiled documents per case file will be rated as “Unsuccessful”.

##### **3. Job Function (Job Duty / Success Criteria):**

Performance Level

\_\_\_\_\_

Assists counselor(s) with maintaining the AWARE management information system.

**Success:** Reviews and makes all necessary corrections within AWARE will be rated as “Exceptional”. Makes all necessary corrections will be rated as “Successful”. Corrections made after the 7<sup>th</sup> of each month by will be rated as “Unsuccessful”.

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**4. Job Function (Job Duty / Success Criteria):**

Performance Level

Assist counselor(s) with case services budget and purchasing procedures.

**Success:** With minimal supervision, complete Shopping Carts, Receiving Reports and related budget/purchasing documents in advance with no mistakes per month on accounts, vendors, codes, prices, etc. will be rated an "Exceptional". Performing the same duties with one (1) to two (2) mistakes per month will be rated as "Successful". Performing the same duties with three (3) or more will be rated as "Unsuccessful".

Performance Level

**5. Job Function (Job Duty / Success Criteria):**

Greet consumers and other individuals, answer the telephone, assist with office coverage and maintain all other clerical duties.

**Success:** Demonstrates professionalism and courtesy to consumer, the general public, staff and other visitors, in person or by telephone to effectively communicate the "Mission" of the agency. No complaints per month from consumers or the general public will be rated as "Exceptional". One (1) to two (2) complaints per month will be rated as "Successful". Three (3) or more complaints per month will be rated as "Unsuccessful".

**OBJECTIVES**  
(Optional)

Performance Level  
**E**

**1. Objective (Include Success Criteria):**

Employee will participate in work-related training during rating period.

**Success:** Employee will successfully complete *at least* three (3) work-related training programs/courses during the rating period.

Performance Level

**2. Objective (Include Success Criteria):**

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**ACTUAL PERFORMANCE**

**OBJECTIVE** (*"This must be completed if Objectives were listed."*)

**PERFORMANCE  
CHARACTERISTICS**

**PERFORMANCE CHARACTERISTICS**

Pass/Fail

1. Characteristic: Self -Management

Definition: Works with minimal supervision; Manages time effectively.

\_\_\_\_\_

2. Characteristic: Quality of work; work is neat and accurate

Definition: Completes data entry and other documents, neatly and  
Accurately.

\_\_\_\_\_

3. Characteristic: Dependability; employee can be relied upon to meet schedules  
and fulfill job responsibilities

Definition: Work is completed on time, and leave is planned, as  
possible, and submitted on-time.

\_\_\_\_\_

**SUMMARY AND IMPROVEMENT PLAN**

*Identify the employee's major accomplishments, areas needing improvement,  
and steps to improve present and future performance.*

**APPRAISAL RESULTS**

\_\_\_\_\_ **Exceptional**

\_\_\_\_\_ **Successful**

\_\_\_\_\_ **Unsuccessful**